

MA INNOVATION MANAGEMENT



MA Innovation Management

Awarding Body	University of the Arts London
College	Central Saint Martins
School	S School
Programme	CSM Creative Enterprise (L036)
Course AOS Code	CSMMAIMGX01
FHEQ Level	Level 7 Masters
Course Credits	180
Mode	Extended Full Time
Method	Face to Face
Duration of Course	2 years
Teaching Weeks	60 weeks
Valid From	2025/26
Collaboration	N/A
UAL Subject Classification	Business & Management, and Science
PSRB	N/A
Work placement offered	Yes
Course Entry Requirements	<p>The standard entry requirements for this course are as follows:</p> <ul style="list-style-type: none"> An honours degree at upper second-class (2:1) or above in a relevant field: business studies; management; social sciences; humanities; physical sciences; marketing; arts and design

	<ul style="list-style-type: none"> • Or an equivalent EU/international qualification <p>And normally at least one year of relevant professional experience.</p> <p>AP(E)L – Accreditation of Prior (Experiential) Learning</p> <p>Exceptionally applicants who do not meet these course entry requirements may still be considered. The course team will consider each application that demonstrates additional strengths and alternative evidence. This might, for example, be demonstrated by:</p> <ul style="list-style-type: none"> • Related academic or work experience • The quality of the personal statement • A strong academic or other professional reference <p>Or a combination of these factors.</p> <p>Each application will be considered on its own merit but we cannot guarantee an offer in each case.</p> <p>English language requirements</p> <p>IELTS level 7.0 or above, with at least 6.0 in reading, writing, listening and speaking (please check our main English language requirements webpage).</p>
Selection Criteria	<p>We select applicants according to potential and current ability in the following areas:</p> <ul style="list-style-type: none"> • Skills and knowledge in your own discipline and preferably some examples of post college work in your particular field • Evidence of interest and understanding of innovation and its management • Work demonstrating engagement with innovation and its management • A reflective and critical approach • Evidence and experience of teamwork • Evidence and experience of research and analysis • Self-motivation, ambition and a commitment to the course.

	<p>What we are looking for</p> <p>We actively seek open-minded graduates from diverse academic and industry backgrounds who want to innovate, ideally with relevant work experience from business, marketing, engineering, sciences, social sciences, humanities, arts and design. A key characteristic of our candidates is the desire to extend their subject-specialisms by colliding with, negotiating between, and connecting with people, concepts, discourses and practices that are outside their normal activities, and who are keen to locate the creative outputs of these engagements in the area of innovation management.</p>
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Awards and Percentage of Scheduled Learning

Year 1

Awards	Credits
Postgraduate Certificate (Exit Only)	60

Year 2

Awards	Credits
Postgraduate Diploma (Exit Only)	120
Master of Arts	180

Scheduled Learning Split by Level

Level 7	42%
Total Scheduled Learning Split	42%

Course Aims and Outcomes

The Aims and Outcomes of this Course are as follows:

Aim/Outcome	Description
Aim	To cultivate graduates with the intellectual and academic competencies skills to operate creatively, confidently and strategically; as innovation managers within complex and uncertain environments.
Aim	To equip graduates with practical skills to operate professionally as innovation managers within, and across, a range of different disciplines, sectors, and organisational types or functions
Aim	To help students develop the processes, tools and strategies they need to envision, plan and communicate alternative futures, drive innovation and lead change in their fields as resourceful, collaborative, and adaptive leaders.
Aim	To engage students in the values and practices inclusion, empathy, equity, sustainability and systems thinking and to empower them to embed these values in innovation projects, practices, and stakeholder relationships.
Outcome	Individual agency: Graduates will be able to demonstrate creativity in the application of diverse knowledges, frameworks and concepts, together with a practical understanding of how to develop, interpret and apply these in business and management contexts. Individual agency
Outcome	Collaborative Participation and Facilitation: The ability to employ co-operative, inclusive and responsible approaches to teamwork, problem-solving in the context of uncertainty and strategic opportunity development and recognise the mindsets and factors required for innovation to be effective.
Outcome	Meaning-making: The ability to conduct rigorous research and enquiry, using information and knowledge effectively in order to distil patterns, insights and meaning, understand the implications of analysis and to share knowledge using effective communication skills
Outcome	Experimentation and Reflective Practice: The ability to think critically, experiment creatively, learn from failure and demonstrate competencies to manage innovation processes in self and others; organise thoughts, analyse, synthesise, and critically appraise.
Outcome	Social-cultural-ecological awareness: The ability to apply the values of inclusion, empowerment, empathy, and regenerative

	design and innovation, and embed these values in projects, practices, and client relationships.
Outcome	Interdisciplinary, Professionally skilled: The ability to negotiate and facilitate the adoption of innovation within, and across, a range of different sectors, organisational types or functions, manage resources and make effective decisions to achieve innovative results.
Outcome	Creatively confident: The ability to envision desirable alternative futures and steer creative mindsets (as an individual and a team) and to build resilience in face of uncertainty.

	Distinctive Features
1	Envisioning alternative futures: MA Innovation Management will help you develop the critical and creative strategies you need to drive innovation and transformation in an uncertain world; harnessing imagination, care and empathy to build more equitable, sustainable and regenerative futures.
2	Innovation in practice: You will identify and examine unseen patterns and opportunities, gaining insight and experience in fostering innovation – from radical and disruptive, to iterative improvements, in complex real-world organisations, from global companies to social enterprises and start-ups.
3	Career strategy: With a focus on employability and entrepreneurship, authenticity, social impact, sustainability and personal resilience, you will be supported in identifying and developing your career vision, across disciplines that may include design, innovation, strategic foresight or management consulting, social innovation, regenerative practice, health innovation or fashion.
4	Interdisciplinary Practices: By working with diverse teams on real world projects, you will learn and develop not just as an innovation manager but also as an adaptive practitioner: who understands both creative frictions, systems thinking and business strategies, thriving at the intersection of multiple disciplines.
5	Academic and Critical rigour: You will gain in-depth knowledge and self-directed understanding of theoretical, philosophical, socio-cultural, business and technological contexts that shape the mindsets and roles of innovation management.
6	Knowledge Network: Throughout the course, you engage directly with a dynamic network of innovation experts, industry professionals and changemakers. In turn, you are encouraged to share research, publish journal articles, co-organise symposia, and disseminate your work online, to contribute to the evolving innovation landscape.

Course Detail

On MA Innovation Management (MAIM) you will learn how to develop the creative competencies and strategies to drive innovation and change in and across your chosen fields. Located within Central Saint Martins, University of the Arts London, the course positions critical creative practice in innovation management with this intersection of practice offering an alternative to conventional business school innovation and management courses. We attract applicants with a strong desire to pursue original ideas, initiatives, alternative futures and innovative careers.

Designed to meet the increasing industry demand for innovation managers who can prioritise regenerative (sustainable) outcomes and societal thriving over narrower interests and preoccupations with economic value or technology, this course explores innovation management as a dynamic process that unfolds over time through continued creative interactions and collective experimentation, requiring imagination, care and empathy as much as analysis, strategy and formal frameworks. You will learn key skills in project management, digital innovation, creative and critical thinking, innovation research, collaboration and teamwork, that will enable you to succeed in your chosen innovation related future role.

Compared to mainstream approaches to Innovation Management as a field of study and professional practice, this course addresses a wider range of concerns relating to society, culture, ecology, technology, business and creativity. You will learn how to generate creative strategies for change, with the aim of bringing to life (or creating the foundations for) products, services, systems, organisations, cultures and societies that are inclusive and regenerative. You will explore how innovation and technology can be leveraged to transform organisations into agents of social transformation and how to work critically and dynamically across multiple disciplines, organisational types that considers human and nonhuman (technological and biological) intelligences and impacts.

MA Innovation Management prepares students to thrive at the intersection of business and creativity, theory and practice, analysis and imagination, and to leverage their skills and leadership to drive social value as well as positive organisational and societal change. Our alumni are equipped to be highly adaptable in the job market. Their post study employment, business and enterprise work spans a spectrum of roles in the innovation field from strategists to creative design and marketing.

MA Innovation Management is situated within the S-School, Creative Enterprise Programme at CSM. All courses within Creative Enterprise identify common ground in addressing how art and design, culture, business and diverse industries are mediated. This sits at the heart of CSM, closely connected to makers, product, architectural, fashion designers and more. Our postgraduate courses explore how we manage, communicate, collaborate, and facilitate relationships within this

interdisciplinary community. This puts us in special position as opposed to perhaps other humanities based, business-based or arts management-based institutions. We find common ground for creative strategies through the spectrum of culture, art and design, enterprise, technologies, social purpose and change.

Course Units

This course is designed to develop your skills and ability to lead and co-ordinate creativity and innovation through both theoretical and practical learning. As an MA Innovation Management student, you will learn how to envision desirable alternative futures and foster creative mindsets (for individuals and within teams) to build agility and resilience in the face of uncertainty. You will learn to work independently and collaboratively, developing your ability to lead diverse teams and to thrive through collective engagement, harnessing empathy, criticality and creative friction to generate and deliver sustainable innovation practices and solutions.

The course begins by introducing the contrasting theories, discourses and practices which inform and influence innovation management, challenging you to engage critically and creatively with these bodies of knowledge. As you progress through the course you will engage in a collaborative project with your peers at Central Saint Martins, where you will explore multi and trans-disciplinary co-operation, undertake a live client-led brief with an external partner, and explore how to situate your practice through either a placement or field study in professional environments. The course culminates in a final project that brings together your research and insights to apply and articulate your innovation management proposal, disseminating your work through a range of formats including an extended journal article and collaborative cohort-wide externally-facing events.

On this course you will encounter a range of academic disciplines, approaches and frameworks, including organisational science, sociology, anthropology, philosophy, regenerative design, service design and design strategies – to help deepen and broaden your inquiry and ability to foster and lead innovation in complex organisations and contexts.

Unit 1: Exploring Innovation (40 credits)

Unit 1 equips you with the foundational knowledge and skills to approach and navigate complex briefs. The unit begins with a rapid, critical review of contrasting views on innovation, innovation management, design and design thinking, drawing upon academia and practice, challenging you to engage with conventional and more challenging perspectives including foresight and speculative futures. The experiential part of the unit is a service innovation project, that develops your critical understanding of service design thinking and innovation process and methods,

applying collaborative approaches to problem-framing and solving.

Unit 2: The Collaborative Unit (20 credits)

This Unit provides an opportunity to collaborate with students from other postgraduate courses across CSM to work on a challenge-based project. The unit requires you to engage with how your specialist knowledges and skillsets can be applied in support of a specific societal or environmental challenge as part of an interdisciplinary collaborative team, harnessing creative thinking, critical judgement and creative output. It is an opportunity to be fully situated within the art college environment, both digital and physical, and to work alongside students from creative arts and design courses in imagining and implementing innovative responses to an assigned challenge. Key insights include interdisciplinary communication and collaboration, ethical practice, and feedback.

Unit 3: Imagining Futures and Situating Innovation (60 Credits)

Unit 3 offers you the opportunity to respond to a live client-facing brief and it supports you to determine your personal direction for the next stages of the course. You will be required to work in groups to discover, articulate and showcase promising novel (business and impact) opportunities and solutions that have the potential to advance desirable future visions, co-imagined with industry clients. This unit involves practical and professional workshops including project management, facilitation, pitching and ethics. It also includes preparation for your placement or field study later in the unit, including applying for a placement, writing a research question, ethnographic methods, and qualitative and quantitative research methods. You will be asked choose between fieldwork supervised internally at CSM or securing a work based placement through which to explore innovation situated in a professional organisation. You will have the opportunity to develop your individual interests and concerns as an innovation professional. Teaching includes basic ethnographic and other research skills that you will need to grasp before carrying out your research activities. It challenges you to identify a core theoretical and practical concern that can be subsequently researched in a real-world context, through placement or field study, to deepen your learning and insight, and lays the groundwork for your dissertation.

Unit 4: Applying and Articulating Innovation (60 credits)

The course culminates with the application and articulation of innovation, based on your synthesis of learning from earlier units. This takes forms including an academic dissertation and a public-facing journal article. You will also work with your cohort to organise, manage and deliver an outward facing series of end-of-course events, designed to engage diverse audiences. These may combine contributions produced by individuals and small teams with collectively organised symposia, festivals or conferences (that bring together professionals and other attendees from the extended MA Innovation Management community and beyond),

alongside digital media outputs for identified and international audiences.

All course units integrate personal and professional development, enabling students to explore the professional world and manage their career development. Students are offered opportunities to engage with industry professionals at different points along their journey, to support their professional development and emerging creative or entrepreneurial projects.

Important note concerning academic progression through your course: If you are required to retake a unit you will need to cease further study on the course until you have passed the unit concerned. Once you have successfully passed this unit, you will be able to proceed onto the next unit. Retaking a unit might require you to take time out of study, which could affect other things such as student loans or the visa status for international students.

CSM Academic Support is delivered by a team of academics and practitioners working alongside your course to help you progress and achieve your maximum potential as a student. Academic Support can help you to develop your skills in different areas, including critical thinking, research and writing, time management, presentations and working independently and collaboratively. These may be offered as part of your timetabled classes or as bookable tutorials and workshops.

Mode of study

MA Innovation Management is offered in [extended full-time](#) mode which runs for 60 weeks over two academic years. You will be expected to commit 30 hours per week to study, which includes teaching time and independent study.

The course has been designed in this way to enable you to pursue studies, while also undertaking part-time employment, internships or care responsibilities.

Credit and award requirements

The course is credit-rated at 180 credits.

On successfully completing the course, you will gain a Master of Arts (MA degree).

Under the Framework for Higher Education Qualifications, an MA is Level 7. All units must be passed in order to achieve the MA but the classification of the award is derived from the mark for the final unit only.

If you are unable to continue on the course, a Postgraduate Certificate (PG Cert) will normally be offered following the successful completion of 60 credits, or a Postgraduate Diploma (PG Dip) following the successful completion of 120 credits.

Learning and Teaching Methods

The learning and teaching methods devised for this course include:

- Briefing and feedback sessions
- Collaborative project work
- Independent writing and related feedback
- Peer discussions
- Lectures, seminars and workshops
- Group activities
- Group and individual tutorials and supervision
- Individual situated learning in the field (work placements or field surveys)
- Industry and alumni mentor sessions
- Independent study
- Peer-group reviews and self-reflection

Assessment Methods

- Individual, group and collective assessments
- Individual presentations
- Individual essays and case studies
- Individual journal articles
- Group project presentations
- Collective event creation and delivery
- Peer-group reviews and self-reflection

Reference Points

The following reference points were used in designing the course:

- [Subject benchmark statement: Business and Management \(Masters\) \(qaa.ac.uk\)](http://qaa.ac.uk)
- [The Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies \(qaa.ac.uk\)](http://qaa.ac.uk)
- UAL Creative Attributes Framework
- External industry advice and guidance
- Student and graduate consultation
- UAL Framework for Embedding the Principles for Climate, Racial and Social Justice

Course Diagram

MA Innovation Management – PLEASE NOTE DUE TO VACATION DATES, SPECIFIC DELIVERY WEEKS MAY CHANGE.

S=summative assessment

LEVEL 7 - Year 1																															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		
Unit 1: Exploring Innovation (40 credits)												S	Unit 2: The Collaborative Unit (20 credits)						S	Unit 3: Imagining Futures and Situating Innovation (60 credits)											
LEVEL 7 - Year 2																															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		
Unit 3 cont.									S	Unit 4: Applying and Articulating Innovation (60 credits)																			S		

The University will use all reasonable endeavours to provide the Course and the services described in this Output. There may be occasions whereby the University needs to add, remove or alter content in relation to your Course as may be appropriate for example the latest requirements of a commissioning or accrediting body, or in response to student feedback, or to comply with applicable law or due to circumstances beyond its control. The University aim to inform you of any changes as soon as is reasonably practicable